OWNING SAFETY CHAMPIONS ACADEMY

"Learning, Sharing, Owning"

Steven Mueller, CRSP

WPAC Safety Summit – June 11, 2019 Prince George

Pinnacle. RENEWABLE ENERGY

SAFE CERTIFIED

WHO IS PINNACLE RENEWABLE ENERGY?

Leading Producer and Global Supplier of Bioenergy Products in a Rapidly Growing Global Market

Pinnacle. RENEWABLE ENERGY

Strategically located production facilities

Production Facility · Port · Office

1 Houston[1]

2 Burns Lake

3 Meadowbank

4 Williams Lake

5 Lavington[1]

6 Armstrong

A Westview

B Fibreco[2]

C Mobile, AL[2]

7 Entwistle

8 Smithers[1]

9 Aliceville[1]

1. Houston, Lavington, Aliceville and Smithers facilities are partially owned
2. Pinnacle is not the owner of Fibreco or Mobile.

EVERY DAY, EVERY TIME, EVERY WHERE

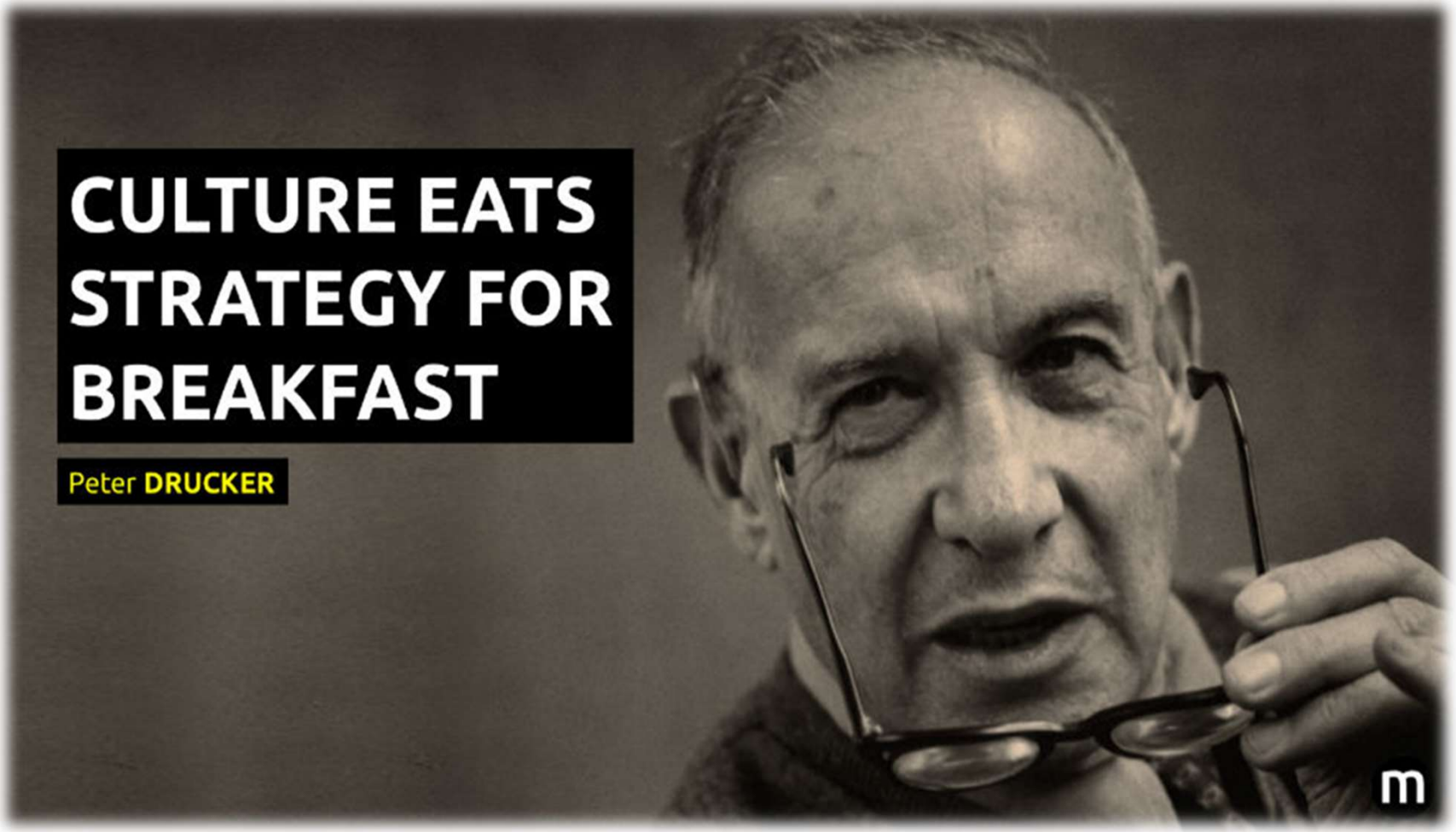
Mission

Safely produce quality, renewable energy while returning the greatest value to stakeholders

Pinnacle.
RENEWABLE ENERGY

HOW DO YOU BUILD OR CHANGE A SAFETY CULTURE?

PINNACLE'S OWNING SAFETY CULTURE IS OUR STRATEGY



RATE YOUR COMPANY'S PROGRESS IN SAFETY CULTURE MATURITY

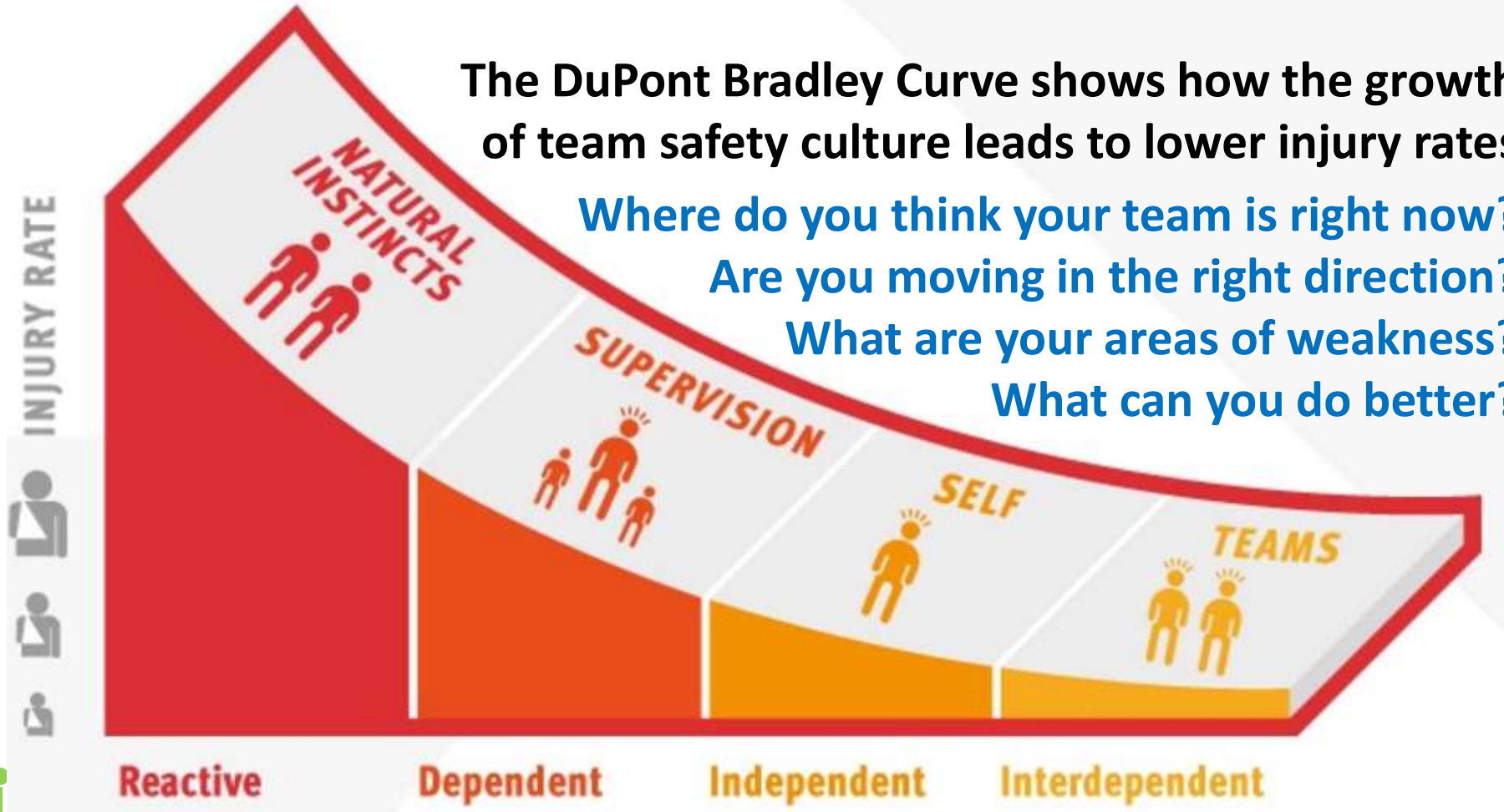
The DuPont Bradley Curve shows how the growth of team safety culture leads to lower injury rates

Where do you think your team is right now?

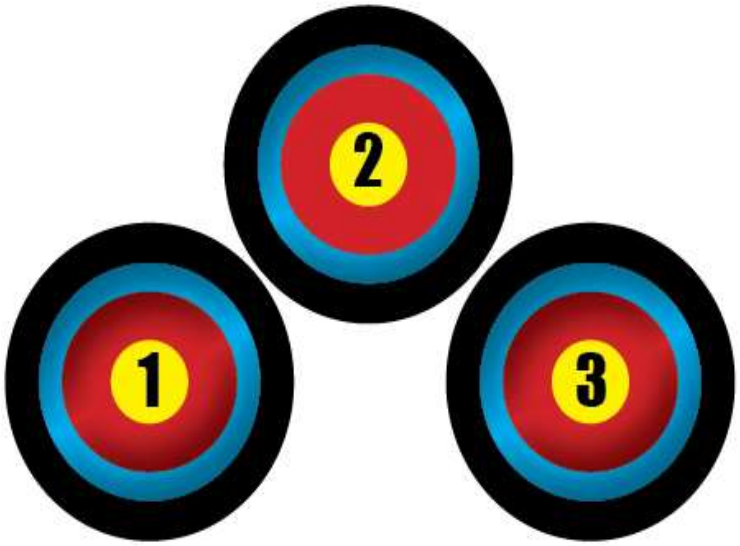
Are you moving in the right direction?

What are your areas of weakness?

What can you do better?

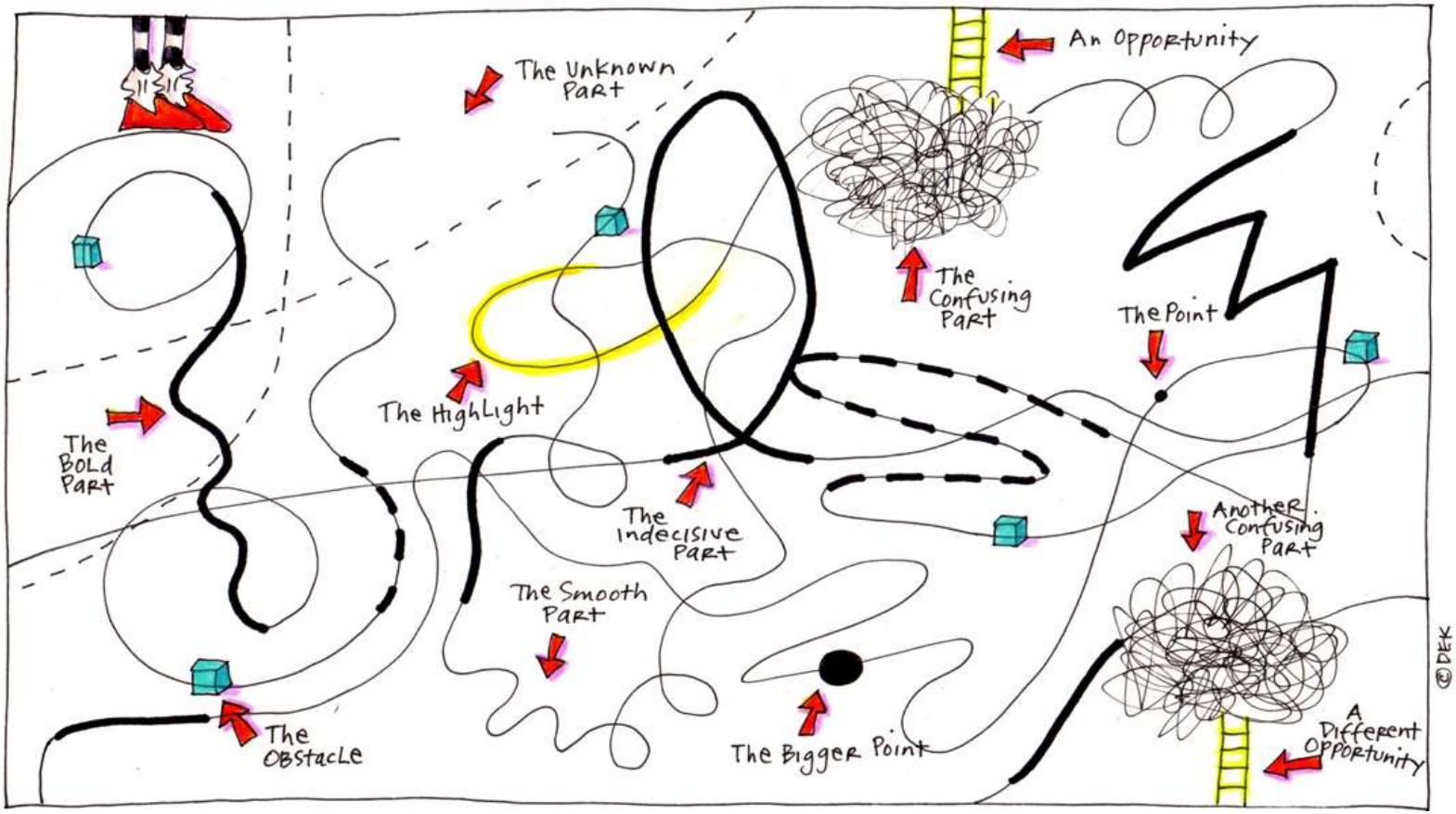


Main targets (i.e. outcomes) of *Owning Safety*



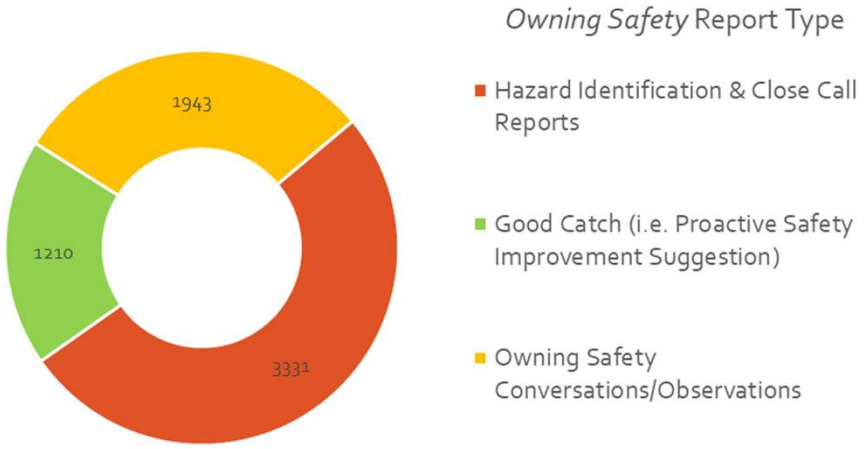
- ✓ Zero Fires
- ✓ Zero Incidents
- ✓ 100% Employee Engagement

How do you get to where you want to go?



PINNACLE'S OWNING SAFETY RESULTS

- Since *OWNING SAFETY* was introduced there has been a dramatic change in the way we engage our employees in safety. A big part of that engagement has been the use of DATS to help us report, document, respond, and track conversations & opportunities.
- **Employee engagement is the cornerstone.** In 2018, **over 6,500** Owning Safety reports; safety suggestions; Peer Observations & safety conversations took place!
- Since late 2015, **over 24,000** employee reports submitted!
- Every one is responded to by management with an action.



SAFETY CHAMPIONS ACADEMY

- In 2017, we launched a new way to engage with our employees (no managers or supervisors allowed!).
- We called it Safety Champions Academy – it was to be an innovative approach to building and reinforcing our safety culture from the ground up.
- We recruited on-the-floor safety leaders from each of our plants and brought them to Prince George for three 2-day modules of targeted safety training.
- Close to 60 Champions will graduate by end of 2019!

OWNING SAFETY CHAMPION OBJECTIVES

Program objectives:

- ❑ Reinforce & enhance our *Owning Safety* culture;
- ❑ Engage and empower employees to lead *Owning Safety* initiatives and organizational safety culture change;
- ❑ Provide exceptional safety, communication, and leadership training / mentoring to participants;
- ❑ Build resources for *Owning Safety* excellence;
- ❑ Utilize on-the-floor team knowledge more formally to drive improvement culture; and
- ❑ Develop safety-minded operational leaders for the next phase of Pinnacle's future

Safety Champions:
Leaders endorsed by their peers & plant management

SAFETY CHAMPIONS ACADEMY

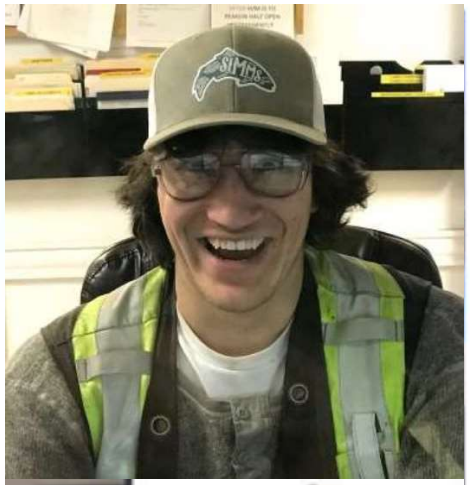
We identified four main focus areas for the Safety Champion Academy training:

1. Personal development & leadership skills;
2. Communication skills - giving and receiving safety feedback; emphasizing the positives;
3. Understanding risk & risk tolerance;
4. Honing incident investigation skills

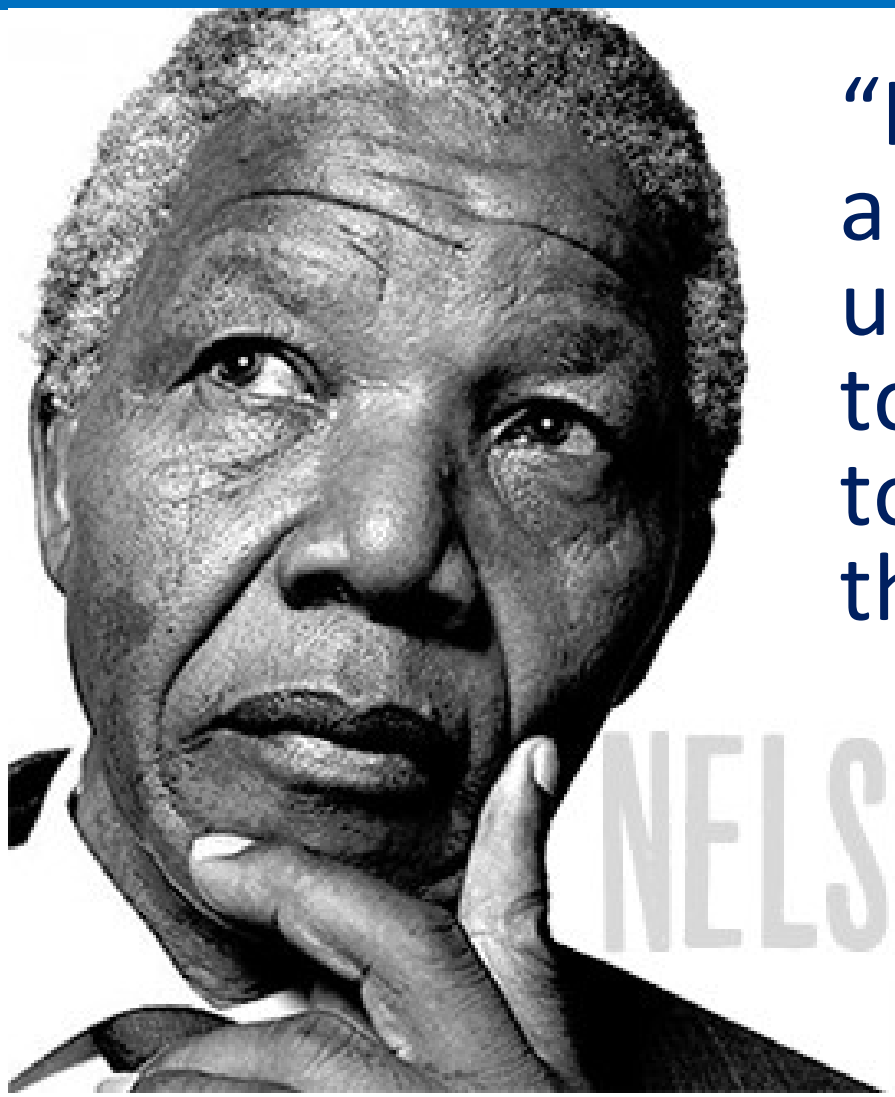
SAFETY CHAMPIONS ACADEMY 2019 - DEDICATED TO QUENTIN CURRIE

QUENTIN CURRIE: PINNACLE TEAMMATE, FRIEND, SAFETY CHAMPION

(September 29, 1995 – December 3, 2018)



HEART LANGUAGE



"If you talk to a man in a language he understands, that goes to his head. If you talk to him in his language, that goes to his heart."

IT'S ALL ABOUT THE HEART! – CRAIG SEXTON, DUPONT

Get Craig Sexton's 2016 VISC presentation at:

https://youtu.be/HhF_v-uADSc

CLOSE TO HOME – KELLY SIMARD STORY, TOLD BY TIFFANY SIMARD

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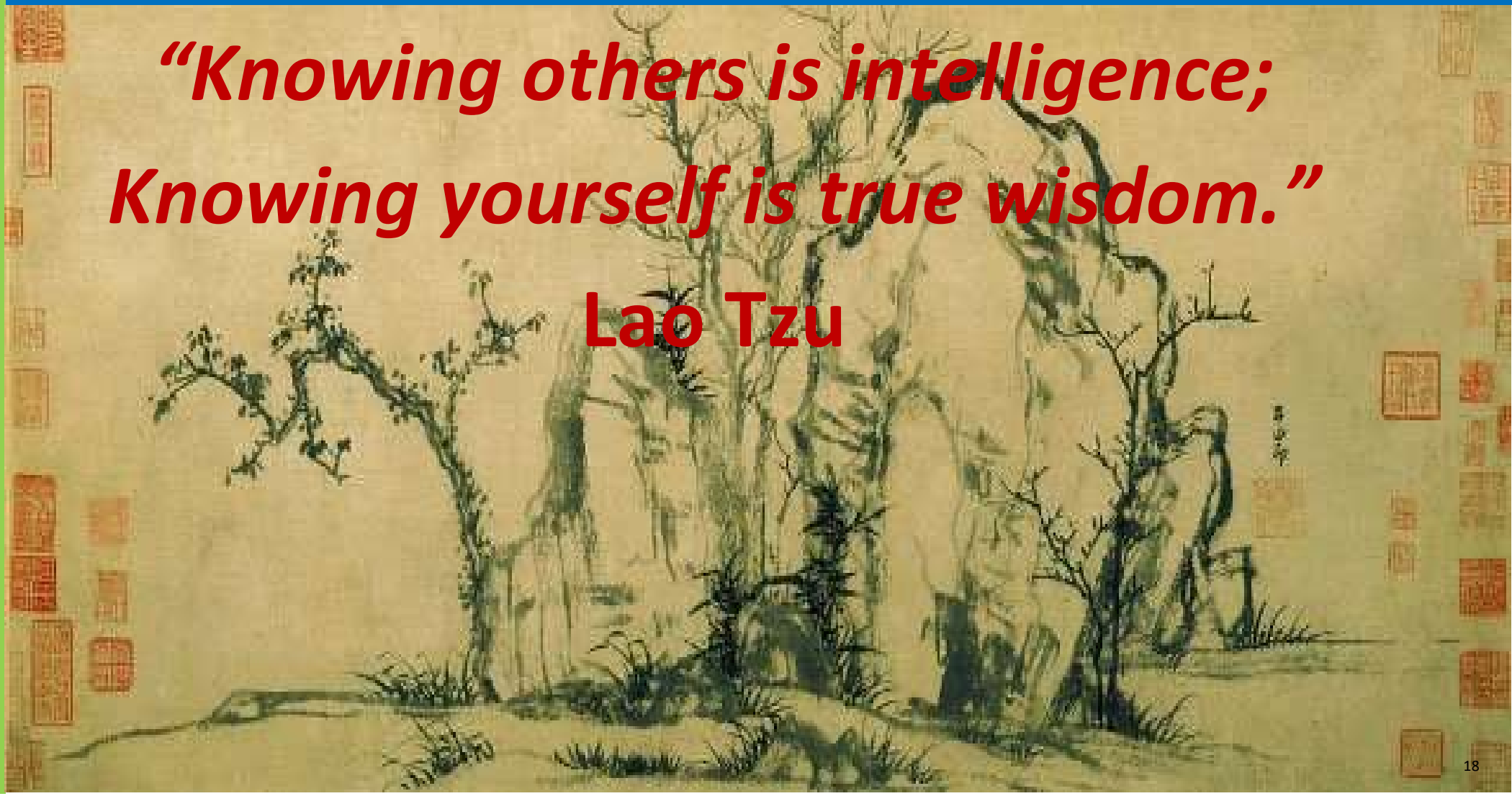
Get Tiffany Simard's 2018 Kamloops ISC presentation at:

https://youtu.be/2DJywhLLCr8

WHY DiSC?



"Knowing others is intelligence;

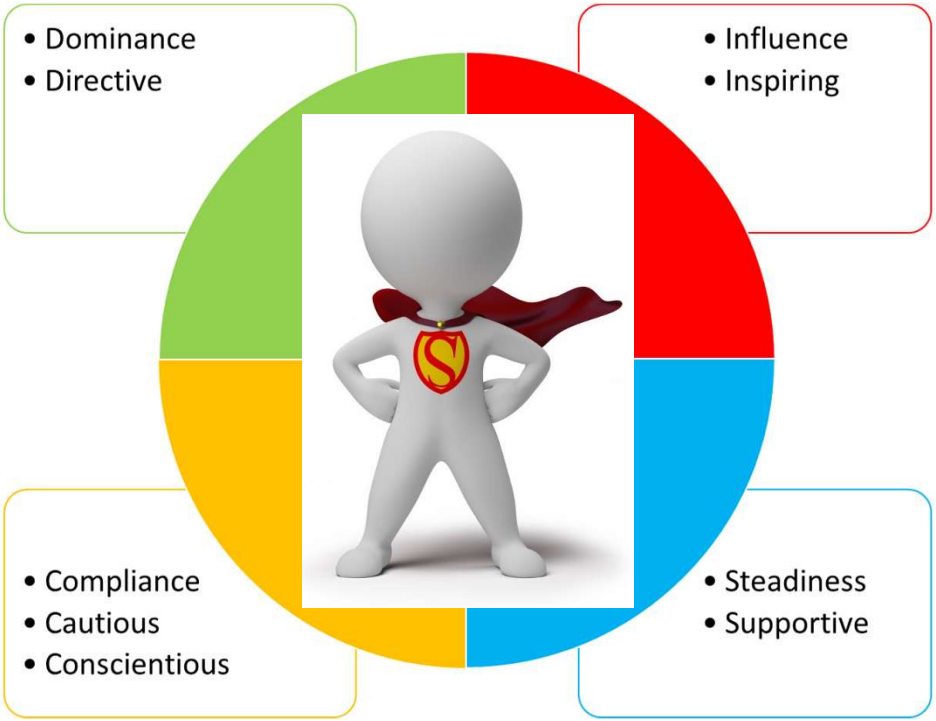
Knowing yourself is true wisdom."

Lao Tzu

WHAT IS DiSC?

- **DiSC is a personal assessment tool used to improve communication, teamwork, and work productivity.**

- DiSC (**D**ominance, **I**nfluence, **S**teadiness, **C**ompliance)



DiSC: PEOPLE ARE PREDICTABLY DIFFERENT

PeopleKeys®

DiSC IN ACTION?

- You've all heard of …

- Let's look at this through the DiSC lens.

DiSC IN ACTION?

Ready, FIRE, FIRE, FIRE!!

DiSC IN ACTION?

Ready, FIRE, FIRE, FIRE!

Ready, “Hey Watch This!

DiSC IN ACTION?

Ready, FIRE, FIRE, FIRE!

Ready, “Hey Watch This!

Ready, Ready, Ready..

DiSC IN ACTION?

Ready, FIRE, FIRE, FIRE!

Ready, “Hey Watch This!

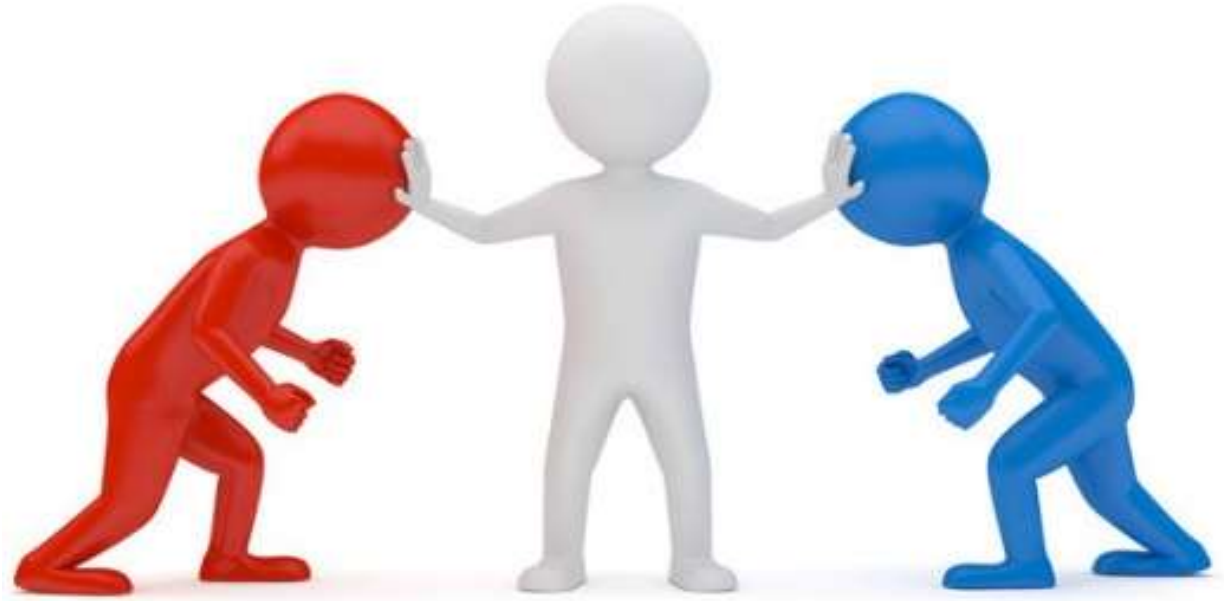
Ready, Aim, Aim, Aim…

Ready, Ready, Ready…

DR. ROBERT ROHM'S TAKE ON DiSC

DIFFICULT SAFETY CONVERSATIONS

What does this look like in reality at your company?



OWNING SAFETY CONVERSATIONS – DIANE A. ROSS

Diane A. Ross, author of *The Elephant of the Office: Super-Simple Strategies for Difficult Conversations at Work*, and a semi-finalist for North America's Next Greatest Speaker Competition hosted by the eWomen Network, teaches Safety Champions at Pinnacle how to tackle conflict fearlessly.

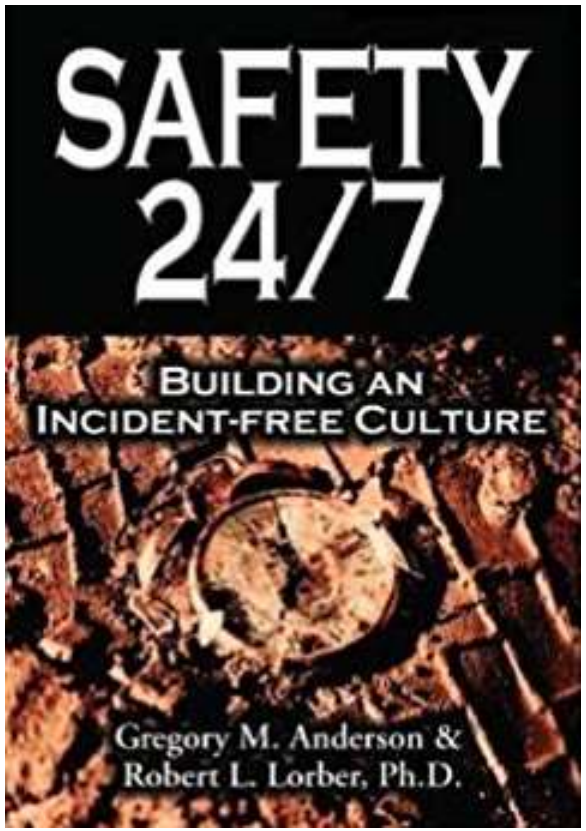
In 2012, Diane founded Elephant Conversations in order to share her EASY SYSTEM for tackling difficult conversations. Today, Diane is proud to be sharing her signature system with hundreds of people and organizations through webinars, speaking events, and free training at www.ElephantConversations.com

OWNING SAFETY CONVERSATIONS – DIANE A. ROSS

OWNING SAFETY CONVERSATIONS – DIANE A. ROSS

SAFETY 24/7– ANDERSON & LORBER

- *"Safety 24/7 clearly defines the commitment needed to improve the safety culture and drive to an incident-free work environment."*
- *"Train your team to observe at-risk behaviours and have conversations to employer team mates to make changes."*
- *"Elevate team members who support the new culture and eliminate those who tolerate at-risk behaviour, even top producers."*

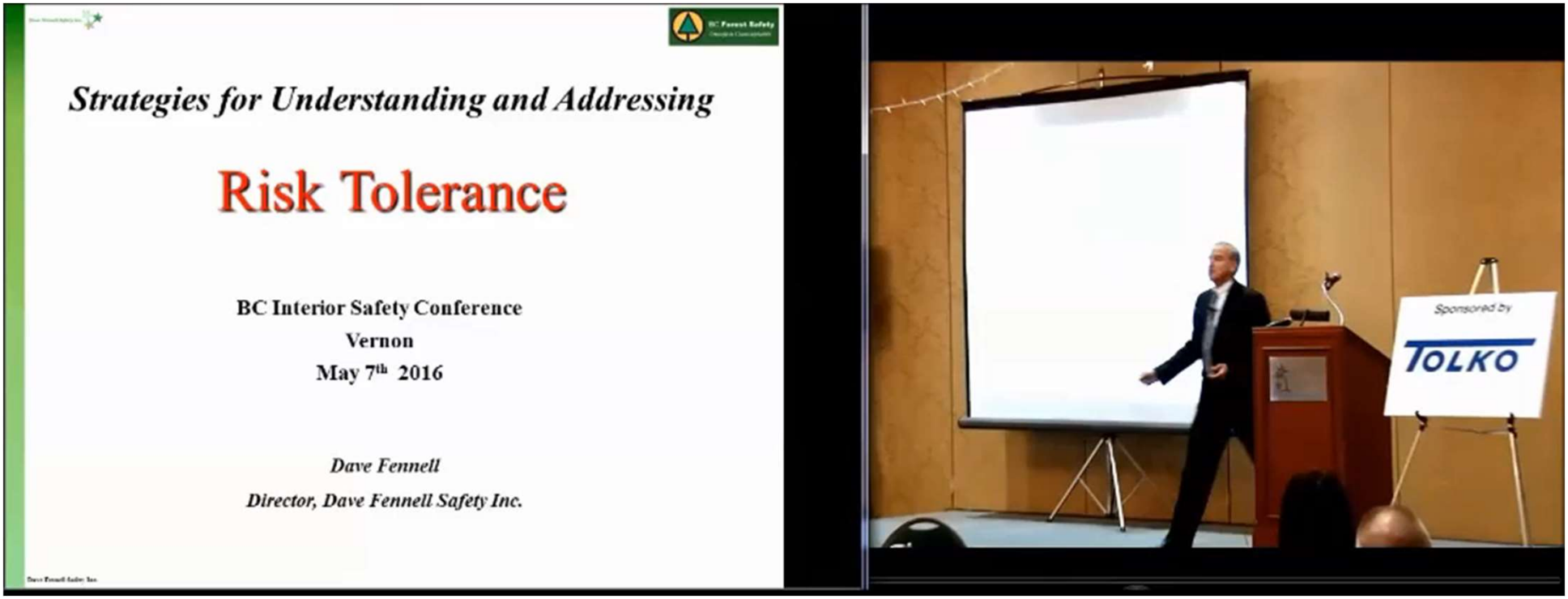


Short, easy read: available at amazon.ca ($$$) or from safety247.org ($)

RISK TOLERANCE & "TAKE TWO"

Dave Fennell Safety Inc.

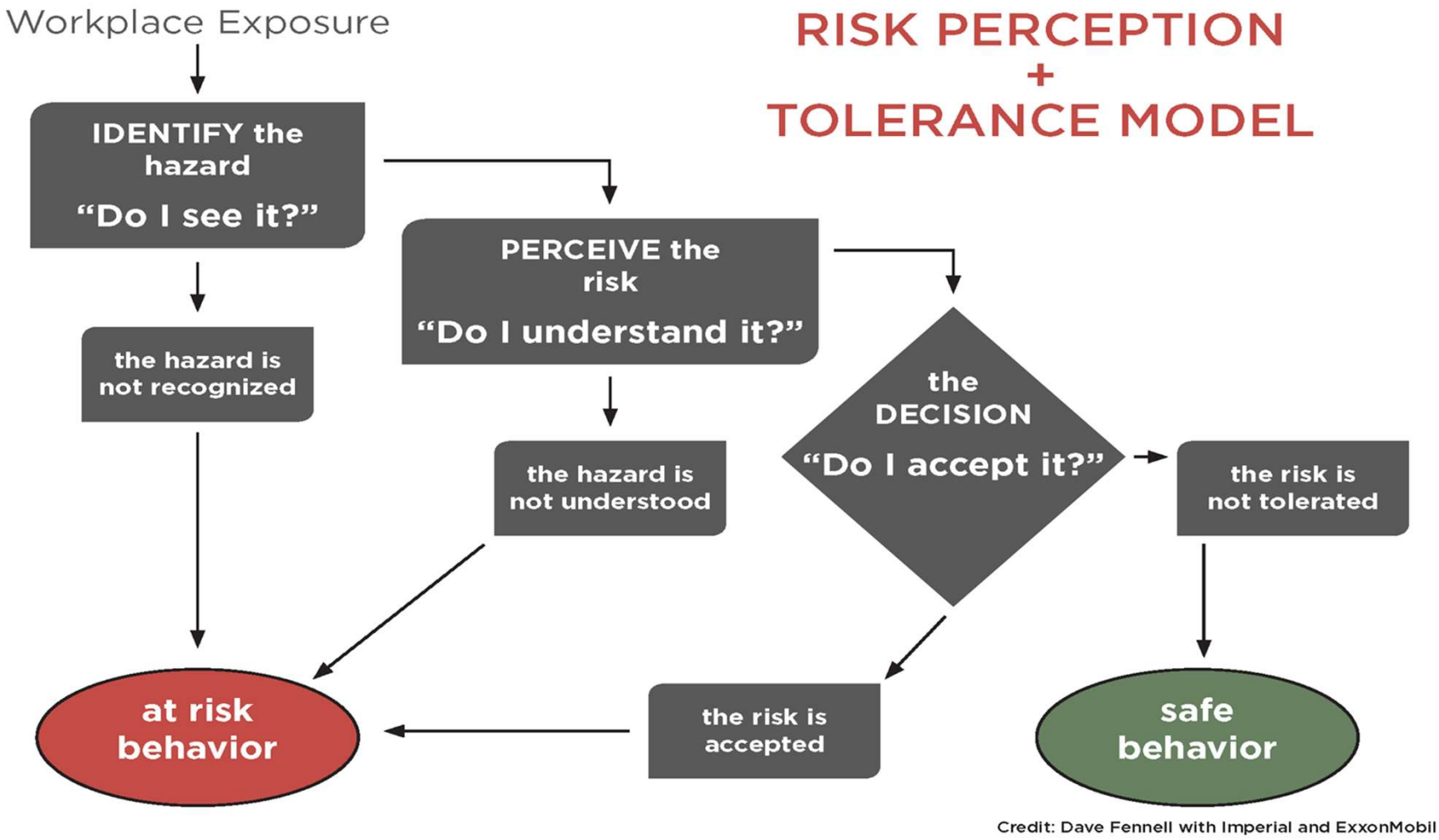
RISK TOLERANCE & "TAKE TWO"



Get Dave Fennell's 2016 ISC presentation at:

https://youtu.be/NdUGlGBFFWg

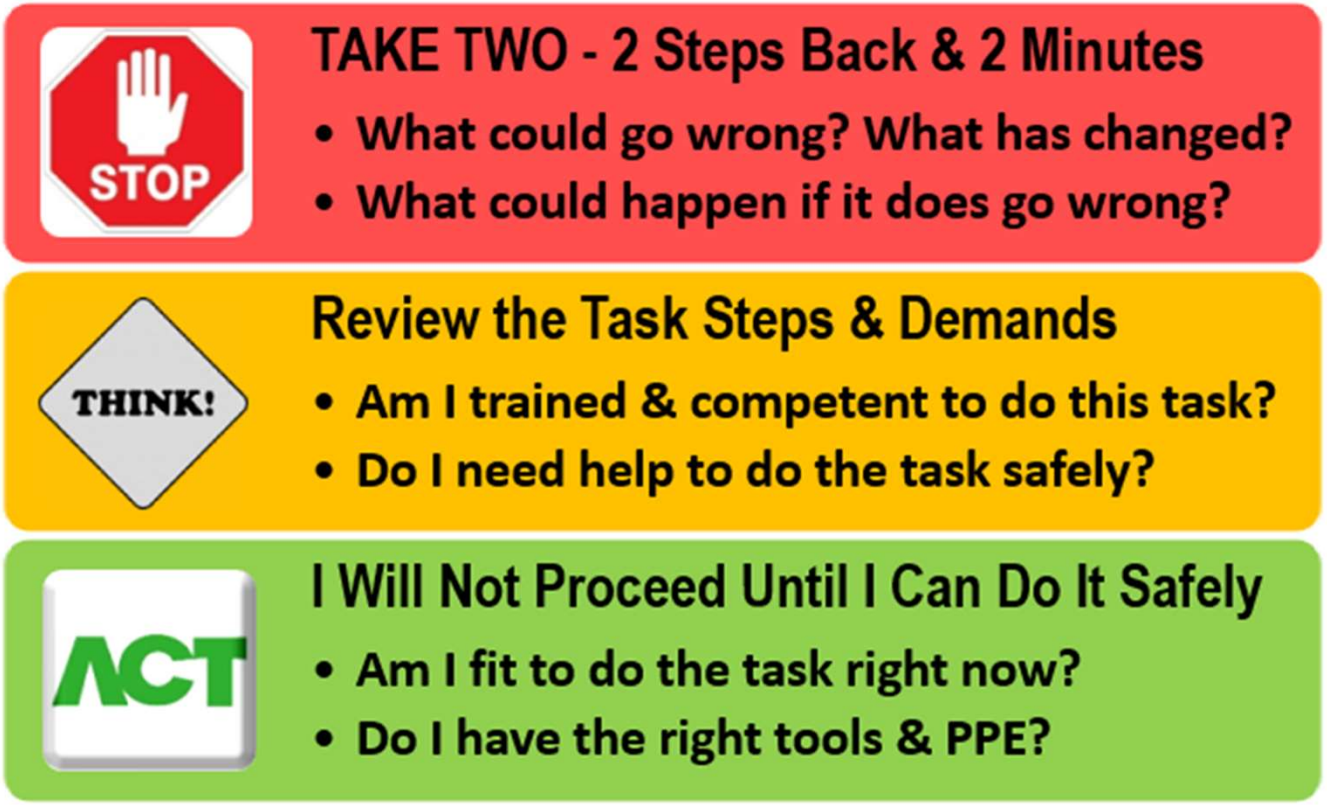
RISK TOLERANCE & "TAKE TWO"



Credit: Dave Fennell with Imperial and ExxonMobil

RISK TOLERANCE & “TAKE TWO”

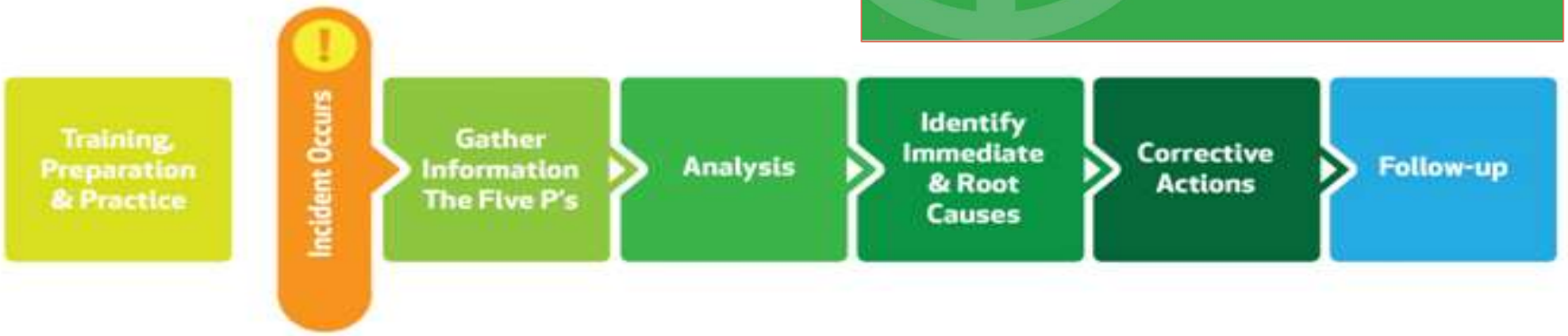
- Biggest takeaway from Dave has been “Take 2”



INVESTIGATION TRAINING

- Safety Champions help conduct investigations

"Investigations required under WorkSafeBC legislation must be carried out by ***persons knowledgeable about the type of work involved****... with the participation of the employer.. and* ***a worker representative****."*



SAFETY CHAMPION CALL TO ACTION

Safety Champion Initiatives:

- *Home Hazard Assessment* Challenge
- *Courage 2 Care* Challenge
- *All-In Safety Days*
- Lead crew safety talks
- Lead JHSC meetings
- Incident investigations

FEEDBACK: THE BREAKFAST OF CHAMPIONS

Safety Champion Feedback from team mate:

"Doug Oldfield owns safety every day at work. He takes safety very seriously and takes pride in not only being safe but also looks out for the safety of others.

Doug is the most proactive person when he sees a hazard. He sees it and addresses it.

I'm am fortunate to work with Doug and appreciate his efforts greatly."

HOW COULD YOU MAKE SAFETY CHAMPIONS WORK FOR YOU?

HOW COULD YOU MAKE SAFETY CHAMPIONS WORK FOR YOU?

Thank you! For help/encouragement in implementing your own Safety Champion Academy initiative, reach out to Steve Mueller at 778.349.6658 or by email at steven.mueller@pinnaclepellet.com

PINNACLE'S OWNING SAFETY INTRO VIDEO